State of Washington
Department of Social and Health Services

Human Resource Management Report

Plan & Align Workforce

Hire Workforce

Deploy Workforce

Reinforce Performance

Develop Workforce

07/2006 – 12/2006

May 4, 2007

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes		
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.		
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	Ultimate Outcomes	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.		
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement		**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.		

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Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Workforce Management Expectations

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors with current performance expectations for workforce management = 2,407

Total # of supervisors = 2,407

Analysis:

- DSHS achieved 100% compliance with this measure in March 2006 when the Secretary sent her Workforce Management Expectations memo to all DSHS supervisors.

- The total number of supervisors includes first line supervisors through appointing authorities coded in HRMS as a supervisor.

Action Steps:

- In March 2007, the Secretary sent the annual Workforce Management Performance Expectation memo to supervisors.

Plan & Align Workforce

Management Profile

Number of WMS employees = 1,572

Percent of agency workforce that is WMS = 9.9%
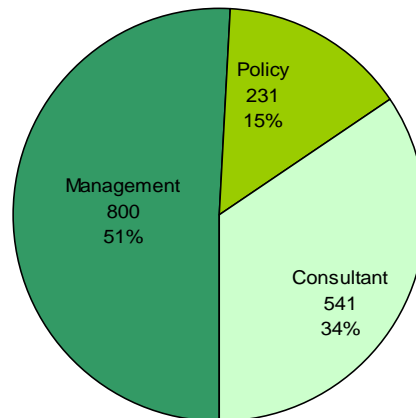
Number of all Managers* = 1,661

Percent of agency workforce that is Managers* = 10.5%

* Headcount in positions coded as "Manager" (includes EMS, WMS, and WGS)

Analysis and Action Steps see next page

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Washington Management Service Headcount Trend

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

WMS Management Type

Policy 231 15%

Management 800 51%

Consultant 541 34%

WMS Breakout	
Manager	800
Consultant	541
Policy	231
Not Assigned	0
Total	1,572

Manager Breakout	
WMS	800
Exempt	165
WGS	696
Total	1,661

Data as of 12/2006
Source: HRMS Business Warehouse

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Management Profile

Analysis:

- The chart is not reflective of the total mid-management reductions to date because it does not begin with July 2005 data when the reductions began.

- From July 2005 through June 2006, DSHS reduced the number of mid-management positions by 141.

- From July 2006 through December 2006, 20 WMS positions were transitioned from WMS to WGS and 94 WMS positions were abolished* bringing the total mid-management position reductions to 255 as of December 31, 2006.

- DSHS has a total of 1,572 WMS employees which includes permanent and acting staff.

- DSHS has a total of 1,661 managers which includes EMS, WMS and WGS.

- The percentage of WMS Employees and Managers is based upon permanent employees (15,872).

- The Headcount Trend Chart is based upon headcount, not positions and includes multi-fills and acting employees.

- DSHS data is based on positions and headcount; due to multi-fills, there are more people than positions.

Action Steps:

- DSHS will continue to reduce its mid-management workforce to meet the 330 reduction target by June 30, 2007; reports in achieving the final reductions will be prepared by HRD and submitted to the Secretary on a weekly basis beginning May 1, 2007.

- After the completion of the mid-management reductions on June 30, 2007, HRD will prepare and submit reports identifying newly established WMS positions, WMS positions abolished, and WMS positions transitioned to WGS classifications to the Secretary on a quarterly basis.

- The DSHS Banding Committee will review all existing WMS positions by September 30, 2007 to confirm each position's qualification for WMS and the appropriateness of the position's band. HRD will submit a final report to the Secretary by October 30, 2007.

- The DSHS Banding Committee will continue to review all WMS establishments requests against WMS criteria. Those position descriptions not clearly meeting the inclusion criteria for WMS will be returned to the respective Assistant Secretary for WGS consideration.

- HRD will identify the management type: manager, consultant, policy for newly established and re-banded WMS positions on a monthly basis.

* The abolishment count includes multi-filled positions funded but never created.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 93%

Total # of employees with current position/competency descriptions* = 14,827

Total # of employees* = 15,872

*Applies to employees in permanent positions, both WMS & WGS

Analysis:

- The DSHS October 2006 GMAP reflected an 84% completion rate for position/competency description forms referred to as PDF's. This percentage was based upon the total number of permanent and temporary DSHS employees at that time.

- As of December 2006, DSHS had a 93% completion rate for PDF's. Per DOP's direction this percentage is now based upon the number of permanent employees.

Action Steps:

- HRD will develop and establish a reporting and tracking system to collect PDF completion data on a quarterly basis by June 30, 2007.

- Quarterly tracking data will be shared with the Secretary and Administration management to achieve a 100% completion rate by the October 2007 GMAP.

- HRD will identify and distribute best practice techniques for completing PDF's, train new supervisors on completing the PDF, and offer refresher training for existing supervisors on a quarterly basis beginning in September 2007.

Data as of 12/2006
Source: Internal Reporting

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*:   17

Number of vacancies filled: 511

*Equals # of days from hiring requisition to job offer acceptance

Candidate Quality

	Percent Number
Candidates interviewed who had competencies needed for the job	N/A
Hiring managers who indicated they could hire best candidate	N/A

Analysis:

- From January 2006 through June 2006, DSHS generated 631 certified lists from ARMS. From July 2006 through December 2006, DSHS generated 511 certified lists from ARMS, which is a 19% decrease.

- Transitioning from DOP generated certified lists to DSHS E-Recruiting generated lists has decreased the number of lists due to learning curve, lack of training, and system instability.

- Per DOP, candidate quality information is not available in the E-Recruiting system for the July 1, 2006 through December 31, 2006 reporting period.

Action Steps:

Beginning January 2007:

- HRD conducted 6 Recruitment Committee meetings which included a representative from each DSHS administration and/or division. This committee will continue meeting twice monthly indefinitely.

- HRD conducted 11 recruiter conference calls with approximately 50 recruiters participating in each call. These calls will continue to be scheduled to meet recruiter needs.

- HRD conducted 40 production labs to assist recruiters, resulting in the equivalent of a minimum of 480 recruiter days in the lab. Production labs will continue to be scheduled to meet recruiter and agency needs.

- HRD conducted 3 E-Recruiting Workshops for approximately 45 recruiters and supervisors. Workshops will continue to be scheduled on a monthly basis indefinitely.

- HRD staff participated in training to assist job seekers accessing E-Recruiting. Job seeker labs are scheduled to assist DSHS employees in creating their profiles, and submitting their profiles to requisitions. This activity will continue indefinitely.

- HRD assisted DSHS employees by creating 10,709 new and temporary passwords to allow them to access E-Recruiting. This activity will continue indefinitely due to new employees, password expiration, and employees forgetting their passwords (majority of activity).

- HRD created approximate 800 requisitions. This activity will continue indefinitely as the primary recruitment methodology.

- HRD posted or edited 374 job postings to the new DSHS employment web page since April 2007. This page will continue to be updated on a daily basis.

- 25 Power users will be trained by DOP to assist in facilitating recruitment in DSHS by June 2007.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
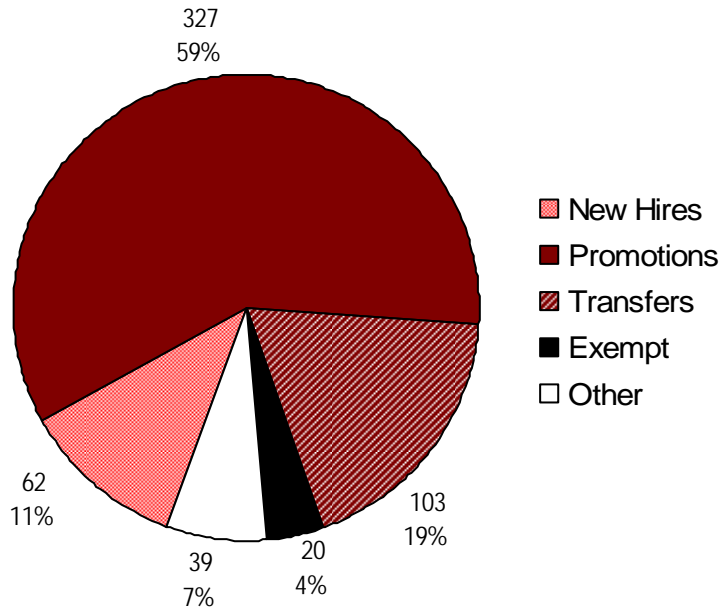
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Types of Appointments

- 327 59% Promotions
- 103 19% Transfers
- 20 4% Exempt
- 39 7% Other
- 62 11% New Hires

Legend:
- New Hires
- Promotions
- Transfers
- Exempt
- Other

Total number of appointments = 551*

Time period = 07/2006 through 12/2006

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	32
Probationary separations - Involuntary	20
Total Probationary Separations	*52*
Trial Service separations - Voluntary	23
Trial Service separations - Involuntary	3
Total Trial Service Separations	*26*
Total Separations During Review Period	**78**

Time period = 07/2006 through 12/2006

Analysis:

- The chart shows 59% of appointments at DSHS were promotional. The HRMS data for this period includes probationary appointments as well as promotions. This accounts for the 46% increase over the 12.6% reported in October 2006 GMAP. In January 2007 HRMS was recoded to separately identify probationary appointments and we expect this percentage to decrease in the October 2007 GMAP.

- DSHS total appointments decreased from 631 in the previous 6 month to 551for this period. This 12.7% decrease is attributed to difficulties during the start up of E-recruiting. (See Slide 8).

- As of May 3, 2007 DSHS had approximately 800 vacant positions, 188 open requisitions, and 211 positions in which certified lists are being generated for appointments. In addition to vacancies that attributed to a normal turnover rate, the 2007 supplemental budget funds an additional 23.4 FTE's and the 2007-2009 budget funds an additional 702.3 FTE's.

- 15% of staff hired into probationary and trial service appointments separated prior to achieving permanent status. DSHS needs to identify the cause of the separations to develop effective strategies to reduce this percentage.

Action Steps:

- DSHS will continue to focus on E-Recruiting efforts to increase our effectiveness in hiring and retaining employees. (See Slide 8 - Action Steps),

- HRD will track and distribute monthly reports to the administrations identifying number of vacancies, number of certified registers, number of hires, and number of days to fill vacancies. Analysis and best practices will be shared via the department's E-Recruiting website.

- DSHS administrations will develop recruitment plans identifying specific strategies for filling positions authorized for the 2007-2009 biennium by July 1, 2007.

- In June 2007, the Secretary will send a memo to reinforce the importance of the use of exit interviews for the collection of statistics that DSHS can use for cross administration comparisons on separations.

- Administrations will begin reporting exit data on a monthly basis beginning July 2007.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
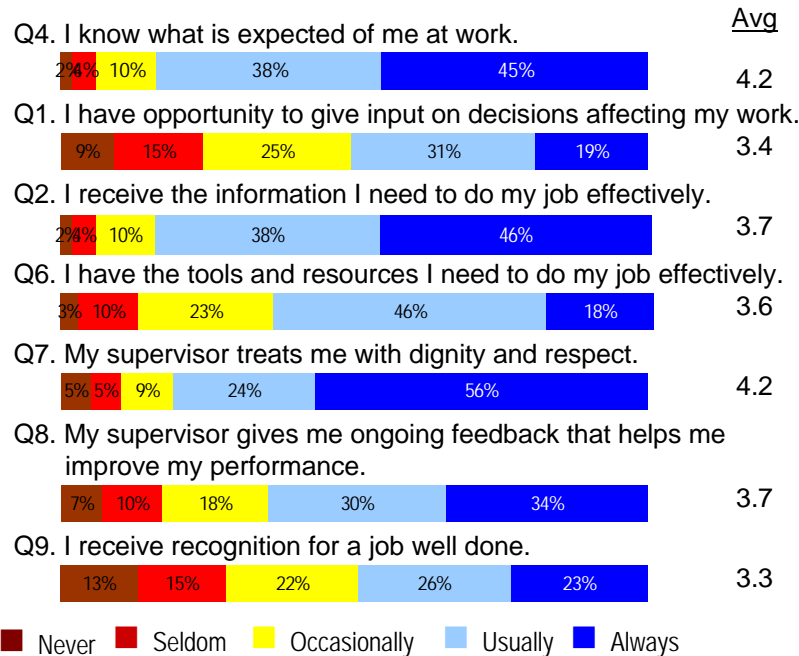
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 79%

Total # of employees with current performance expectations* = 12,474

Total # of employees* = 15,872

*Applies to employees in permanent positions, both WMS & WGS

Action Steps:

- DSHS PDP training for managers and supervisors will discuss the importance of identifying performance expectations for new and current employees.

- HRD will create a workgroup by May 31, 2007 to determine alternate data collection options to the current PDP proxy. The workgroup will complete its analysis and provide options by June 30, 2007 and implement the selected collection method for monthly reporting in July 2007.

Analysis:

- This measure correlates to completion of part 1 of the Performance Development Plan (PDP).

- DSHS uses the percent of completed PDP's as a proxy for this measure. Reporting this measure as a proxy is a problem because PDP's are completed throughout the year preventing a baseline measure from which to begin reporting for GMAP.

- The DSHS October 2006 GMAP reflected a 59% completion rate for performance expectations. This percentage was based upon the total number of permanent and temporary DSHS employees.

- The DSHS June 2007 GMAP, DSHS 79% completion rate which is a 20% increase over the October 2006 GMAP results. This percentage is based only upon employees in permanent positions as requested by DOP's new GMAP format, which reflects a smaller denominator and is not necessarily a reflection of an actual increase.

- Administrations are expected to identify performance expectations for employees upon hire.

Data as of 12/2006
Source: Internal Reporting

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

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Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

Avg

Q4. I know what is expected of me at work.
2% 4% | 10% | 38% | 45% — 4.2

Q1. I have opportunity to give input on decisions affecting my work.
9% | 15% | 25% | 31% | 19% — 3.4

Q2. I receive the information I need to do my job effectively.
2% 4% | 10% | 38% | 46% — 3.7

Q6. I have the tools and resources I need to do my job effectively.
3% | 10% | 23% | 46% | 18% — 3.6

Q7. My supervisor treats me with dignity and respect.
5% 5% | 9% | 24% | 56% — 4.2

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.
7% | 10% | 18% | 30% | 34% — 3.7

Q9. I receive recognition for a job well done.
13% | 15% | 22% | 26% | 23% — 3.3

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Productive Workplace Ratings: 3.7

Footnotes:
- DSHS Employee Survey: March – April 2006
- Number of Respondents: 13,311 – 77% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer. Some analyses were based on responses to these open-ended questions.

Analysis:

- 83% of all respondents indicate they know what is expected of them at work, but only 64% say they receive ongoing feedback.

- 84% feel they receive the information needed to do the job effectively, while only 50% have opportunity to give input on decisions.

- 80% say they were treated with dignity and respect, but only 49% feel they receive recognition for a job well done.

Action Steps:

- Each January, the Secretary will send a memo to staff to encourage agency-wide participation in the annual employee recognition program.

- DSHS Statewide Employee Recognition Workgroup received ideas from a survey to improve the nomination form. These will be incorporated into the new form by November 2007.

- In March 2007, the administrations sent their employee survey action plan progress report to the Secretary for review.

- The next administration employee survey progress report is due to the Secretary the end of August 2007.

Data as of 12/2006
Source: DSHS Employee Survey: March – April 2006

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
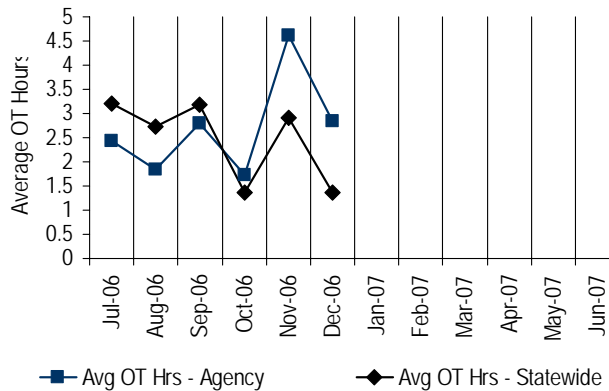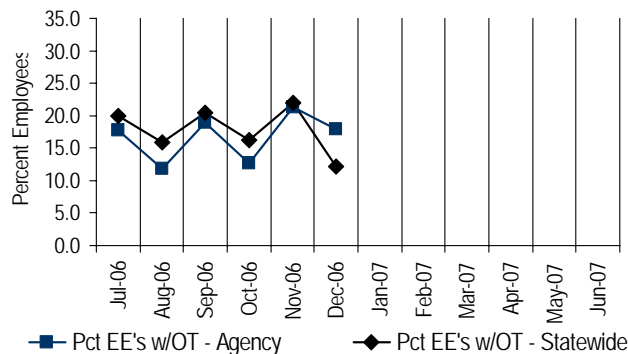
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Overtime Usage

Average Overtime (per capita) *

%Employees Receiving Overtime *

Overtime Cost - Agency

Month	Cost
Dec-06	$1,281,964
Nov-06	$2,112,903
Oct-06	$780,406
Sep-06	$1,304,483
Aug-06	$814,264
Jul-06	$1,105,488

Analysis:

- DSHS analysis shows that 85% of DSHS overtime (OT) costs are driven by Institutions operating 24/7. Average OT for institutions is 6.4 hours, but drops to 2.4 hours when the holiday months of November and December are excluded.

- The Collective Bargaining Agreement requires OT eligible shift employees who work more than their scheduled shift to be compensated at the OT rate. DSHS has approximately 2,868 positions who are shift workers and OT eligible. During this period reporting 58.4% (1,674) of these positions earned overtime.

- Vacancies and absences due to annual leave, sick leave and training within institutions contribute to OT. Both permanent and on-call employees fill in for those who are absent.

- Serving high risk clients requiring 1:1 observation contributes to OT in institutions. Also, OT may be required for staff responding to situations that jeopardize client health or safety.

Action Steps:

- DSHS will continue to monitor OT at institutions and at divisional, regional/district and office levels to identify seasonal or other patterns and to identify possible savings on coverage options.

- DSHS managers will review staffing models/schedules to ensure the Institutions are properly staffed by June 2007.

* Statewide overtime values do not include DNR

Data as of 12/2006
Source: HRMS Business Warehouse

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

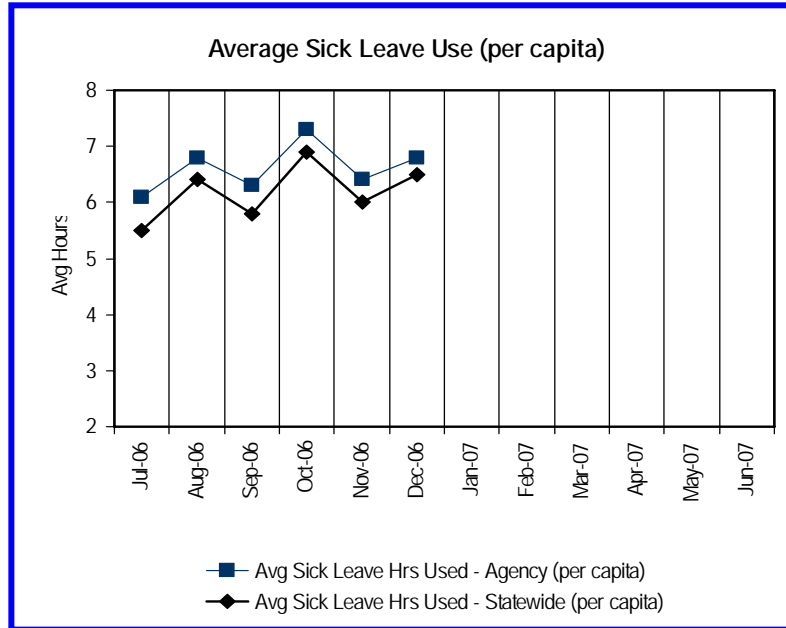Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Sick Leave Usage

Average Sick Leave Use (per capita)

- Avg Sick Leave Hrs Used - Agency (per capita)
- Avg Sick Leave Hrs Used - Statewide (per capita)

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
6.6 Hrs	6.2 Hrs	86.1%	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.4 Hrs	11.7 Hrs	143.1%	145.8%

* Sick leave buyout and sick leave donation for shared leave are not included in these calculations.

Sick Leave time period = 07/2006 through 12/2006

Analysis:

- In DSHS, an average of 2,204 employees used 8 hours of sick leave each month during this reporting period. This represents approximately 17,638 hours per month. If DSHS staff, when appropriate, could reduce their use of sick leave per month, DSHS could meet the statewide per capita sick leave usage of 6.2 hours per month. (See Slide 14).

- DSHS has 22 institutions providing a wide variety of services (e.g. Western State Hospital, State Operated Living Alternative (SOLA), Group Homes). The majority of sick leave usage comes from shift employees providing direct care services.

Action Steps:

- HRD will create a workgroup of representatives across the administrations to discuss sick leave usage and agency expectations by June 2007.

- The workgroup will develop a plan for reducing sick leave use by September 2007 and notify DSHS staff.

- In July 2007, the Secretary will send a memo notifying staff that DSHS' monthly sick leave usage goal is 6.2 hrs.

- HRD will send a memo to time and attendance processors to ensure input of leave is consistent with the leave codes and types by June 2007.

Department of Social and Health Services

Sick Leave Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

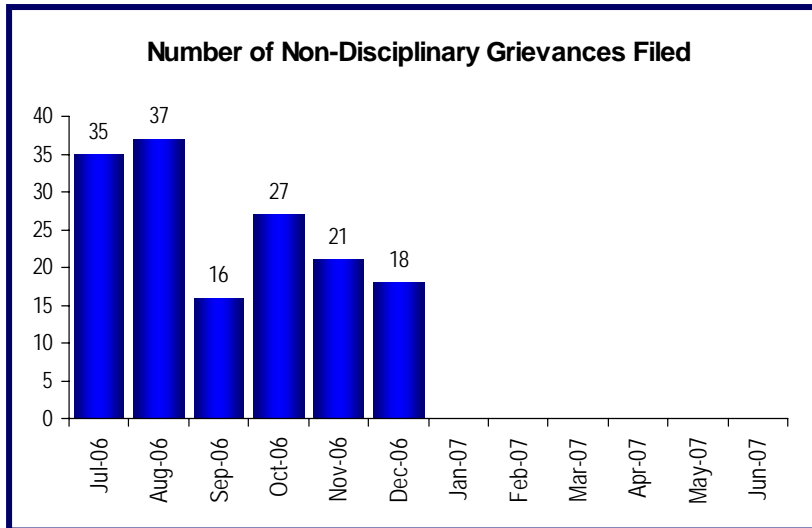Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

AVERAGE SICK LEAVE USED (PER CAPITA)							
Month/Year	7/06	8/06	9/06	10/06	11/06	12/06	**Overall Results**
# of Employees	16,939.0	17,091.0	17,135.0	17,302.0	17,502.0	17,587.0	**103,556.0**
# of Hours Taken	103,338.5	116,904.2	108,002.7	126,588.7	112,016.7	119,872.9	**686,723.7**
Avg Sick Leave Used (Per Capita)	**6.1**	**6.8**	**6.3**	**7.3**	**6.4**	**6.8**	**6.6**

REVISED AVERAGE BASED ON REDUCED USAGE OF 8 HOURS USED (PER CAPITA)							
Month/Year	7/06	8/06	9/06	10/06	11/06	12/06	**Overall Results**
# of Employees	16,939.0	17,091.0	17,135.0	17,302.0	17,502.0	17,587.0	**103,556.0**
# of Hours Taken	85,386.5	99,680.2	91,170.7	108,820.7	94,144.7	101,688.9	**580,891.7**
Average # hrs use per Employee	**5.0**	**5.8**	**5.3**	**6.3**	**5.4**	**5.8**	**5.6**

Month	# of Employees using only 8 hours per month	Total
July	2,244	17,952
August	2,153	17,224
Sept	2,104	16,832
Oct	2,221	17,768
Nov	2,234	17,872
Dec	2,273	18,184
Average	2,205	17,639

* Sick leave buyout and sick leave donation for shared leave are not included in these calculations.

Sick Leave time period = 07/2006 through 12/2006

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
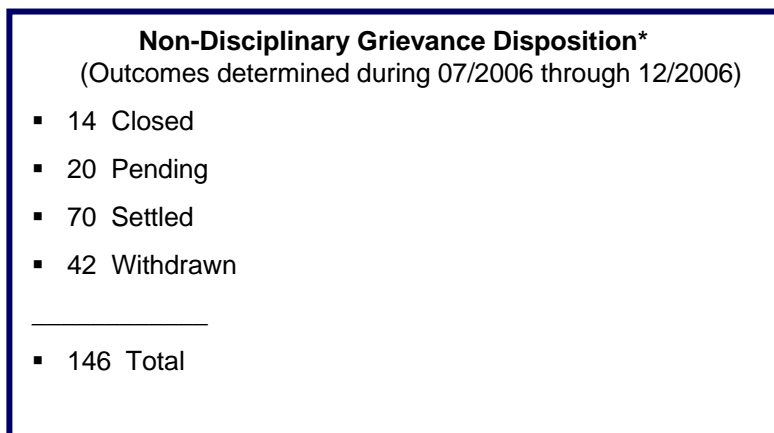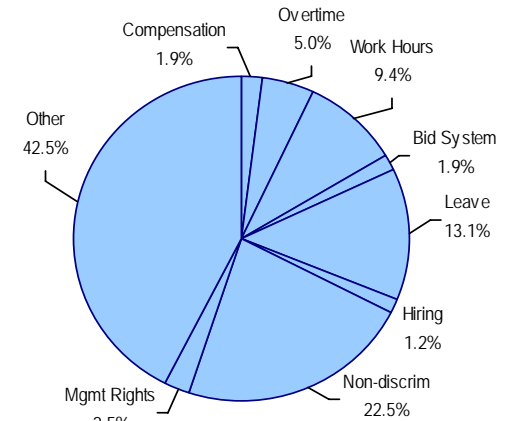
Overtime usage

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Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 154

* There is not a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during 07/2006 through 12/2006)

- 14 Closed
- 20 Pending
- 70 Settled
- 42 Withdrawn

  _____

- 146 Total

Type of Non-Disciplinary Grievances

Analysis:

- During this reporting period the first two months have the highest number of grievances with grievances decreasing during the last four months.

- The definition of "Other" in the pie chart above includes the 42 articles in the WFSE CBA that are not listed individually as percentages on the chart.

- Other includes the discipline article. The discipline article is the most frequently grieved CBA article because a grievance is the only avenue of appeal.

- As employees, the union, and management continue to gain familiarity with the contract and increase their understanding of the intent of the language, fewer grievances are filed.

Action Steps:

- From January 2007 through April 2007, HRD staff trained 715 appointing authorities, direct reports, and supervisors on the new 2007-2009 Collective Bargaining Agreement that takes effect July 1, 2007.

- HRD will continue to meet monthly with WFSE and LRO representatives and attends agency-wide Union Management Communication Committee meetings up to two times a year.

- HRD will continue to educate and inform by publishing grievance resolution panel decisions and post arbitration decisions on: http://hrd.dshs.wa.gov/Labor-Relations/index.htm

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

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Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

Time Period = 07/2006 through 12/2006

14 Job classification

1 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

15 Total filings

Filings with Personnel Resources Board
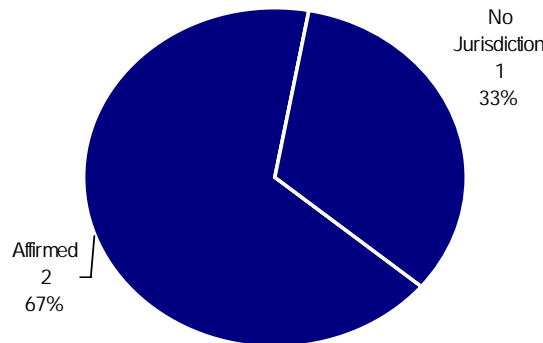
Time Period = 07/2006 through 12/2006

0 Job classification

1 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

1 Total filings

Non-Disciplinary appeals only are shown above.

There is not a one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.
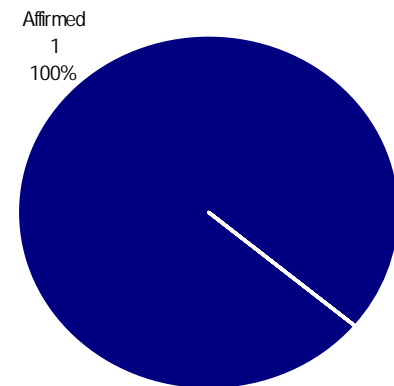
Director's Review Outcomes

No Jurisdiction 1 33%

Affirmed 2 67%

Total outcomes = 3
Time Period = 07/2006 through 12/2006

PRB/PAB Outcomes

Affirmed 1 100%

Total outcomes = 1
Time Period = 07/2006 through 12/2006

Source: Dept of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

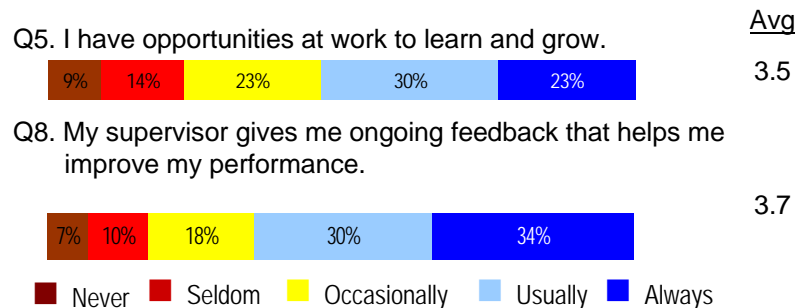## Individual Development Plans

Percent employees with current individual development plans = 79%

Total # of employees with current IDPs* = 12,474

Total # of employees* = 15,872

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.

Avg
3.5

| 9% | 14% | 23% | 30% | 23% |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

3.7

| 7% | 10% | 18% | 30% | 34% |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Learning & Development Ratings: 3.6

Footnotes:
- DSHS Employee Survey: March – April 2006
- Number of Respondents: 13,311 – 77% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer. Some analyses were based on responses to these open-ended questions.

Analysis:

- This measure correlates to part 2 of the Performance Development Plan.

- DSHS is using the percent of completed Performance Development Plans as a proxy for this measure. (See Slide 10 for analysis). Reporting this measure as a proxy is a problem because PDP's are completed throughout the year preventing a baseline measure from which to begin reporting for GMAP.

- Only 53% of respondents feel they have opportunities to learn and grow at work.

- Many employees appreciate the chance to take on challenging assignments.

- Some employees want to have more opportunities to approach their work creatively.

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Action Steps:

- In March 2007, the Secretary sent a memo to DSHS managers emphasizing the importance of workforce management and development.

- Starting in June 2007, DSHS PDP training for managers and supervisors will include a discussion on the importance of identifying individual development plans with employees to support the employee's career growth.

- HRD will create a workgroup by May 31, 2007 to determine alternate data collection options to the current PDP proxy. The workgroup will complete its analysis and provide options by June 30, 2007 and implement the selected collection method for monthly reporting in July 2007.

Data as of 12/2006
Source: DSHS Employee Survey: March – April 2006

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 79%

Total # of employees with current performance evaluations* = 12,474

Total # of employees* = 15,872

*Applies to employees in permanent positions, both WMS & WGS

Analysis:

- This measure correlates to part 5 of the Performance Development Plan (PDP's).

- DSHS is using the percent of completed PDP's for this measure. Reporting this measure is a problem because PDP's are completed throughout the year preventing a baseline measure from which to begin reporting for GMAP.

- The DSHS October 2006 GMAP reflected a 59% completion rate based upon the total number of permanent and temporary DSHS employees.

- The DSHS June 2007 GMAP reflected a 79% completion rate which is a 20% increase over the October 2006 GMAP results. This percentage, is based only upon employees in permanent positions as requested by DOP's new GMAP format, which reflects a smaller denominator and is not necessarily a reflection of an actual increase.

Action Steps:
- DSHS PDP training for managers and supervisors will continue to address the importance of performance evaluations for employees.

- HRD will create a workgroup by May 31, 2007 to determine alternate data collection options for PDP's. The workgroup will complete its analysis and provide options by June 30, 2007 and implement the selected collection method for monthly reporting in July 2007.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
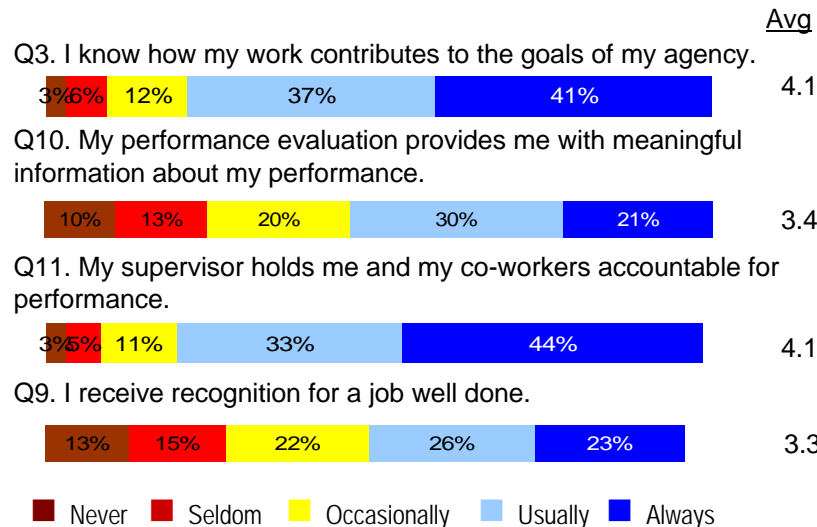
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 6% | 12% | 37% | 41% |

4.1

Q10. My performance evaluation provides me with meaningful information about my performance.

| 10% | 13% | 20% | 30% | 21% |

3.4

Q11. My supervisor holds me and my co-workers accountable for performance.

| 3% | 5% | 11% | 33% | 44% |

4.1

Q9. I receive recognition for a job well done.

| 13% | 15% | 22% | 26% | 23% |

3.3

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for "Performance & Accountability" ratings: 3.7

Footnotes:
- DSHS Employee Survey: March – April 2006
- Number of Respondents: 13,311 – 77% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer. Some analyses were based on responses to these open-ended questions.

Analysis:
- 77% of respondents indicate their supervisors hold them accountable for performance.
- Only 51% say their performance evaluation provides meaningful information about their performance.
- Employee comments suggest that their evaluations should be timely, relevant, candid, and can help them do a better job.

Action Steps:
- Administrations will develop communication tools to clarify for employees how success is measured and how the employee contributes to agency goals on an ongoing basis.
- HRD will update the Employee Recognition webpage regarding formal recognition, ask the administrations to add this link to their websites, and publish an article with Inside DSHS explaining the Employee Recognition program by June 2007.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions
(Represented and Non-Represented Employees)

Disciplinary Action Taken
Time period = 07/2006 through 12/2006

Dismissals	22
Demotions	10
Suspensions	18
Reduction in Pay*	26
Total Disciplinary Actions*	**76**

* Reduction in Pay is not currently available in HRMS/BW.

Issues Leading to Disciplinary Action

- 3 Ethics
- 1 Harassment
- 26 Inappropriate Behavior
- 19 Insubordination
- 2 Inappropriate Use of State Resources
- 25 Work Performance

Analysis:

- 60% of the 76 disciplinary actions during this time period were not disputed while the remaining 40% were appealed through the grievance process.

- As DSHS managers and supervisors become familiar with the "just cause" process, employees' accountability for workplace actions has increased.

Action Steps:

- HRD staff will continue to train and educate staff on:
  - ✓ Just Cause discipline
  - ✓ Performance issues
  - ✓ Attendance issues
  - ✓ Arbitration decisions.

Reinforce Performance

Disciplinary Grievances and Appeals

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

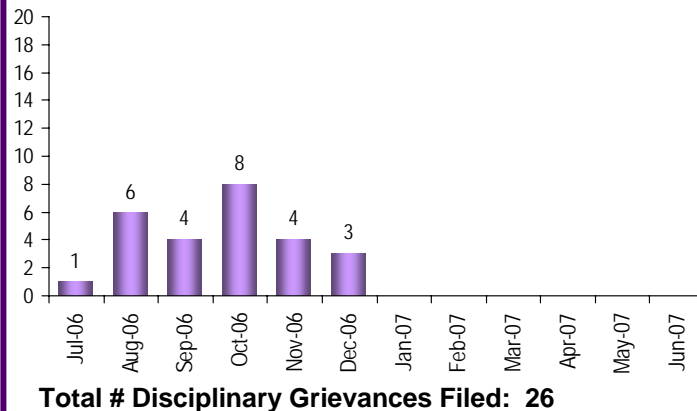Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Bar chart values by month:
- Jul-06: 1
- Aug-06: 6
- Sep-06: 4
- Oct-06: 8
- Nov-06: 4
- Dec-06: 3
- Jan-07 through Jun-07: 0

Total # Disciplinary Grievances Filed: 26

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 07/2006 through 12/2006

0 Dismissals

0 Demotions

0 Suspensions

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is not a one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 07/2006 through 12/2006

- 1 Closed
- 14 Pending
- 9 Settled
- 14 Withdrawn

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 07/2006 through 12/2006

There were no Dispositions (outcomes) of Disciplinary Appeals during this time period.

*Outcomes issues by Personnel Resources Board

Data as of 12/2006
Source: Internal Reporting

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

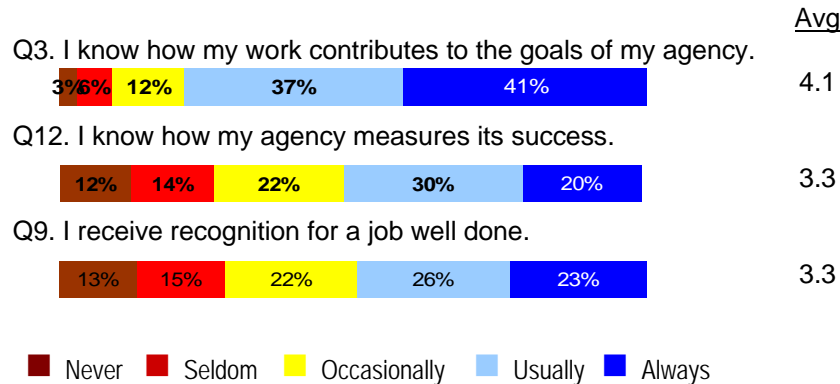Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 6% | 12% | 37% | 41% |

4.1

Q12. I know how my agency measures its success.

| 12% | 14% | 22% | 30% | 20% |

3.3

Q9. I receive recognition for a job well done.

| 13% | 15% | 22% | 26% | 23% |

3.3

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Employee Commitment ratings: 3.6

Footnotes:
- DSHS Employee Survey: March – April 2006
- Number of Respondents: 13,311 – 77% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer. Some analyses were based on responses to these open-ended questions.

Analysis:
- 78% of respondents say they know how their work contributes to the agency goals.
- Only 50% indicate that they know how the agency measures its success.
- While some employees are proud of their contributions to agency goals, others feel their goals are hard to reach without sufficient resources.
- Some employees feel the requirement for collecting and reporting data reduces their time to serve clients.

Action Steps:

Administrations within DSHS have developed specific action plans targeted at improving employee commitment ratings.

Examples include:

- Executive managers will visit regional offices more frequently to talk with field employees and solicit their input.
- Employees will be given the opportunity to provide input on new and revised policies and procedures, as appropriate, and on an ongoing basis.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
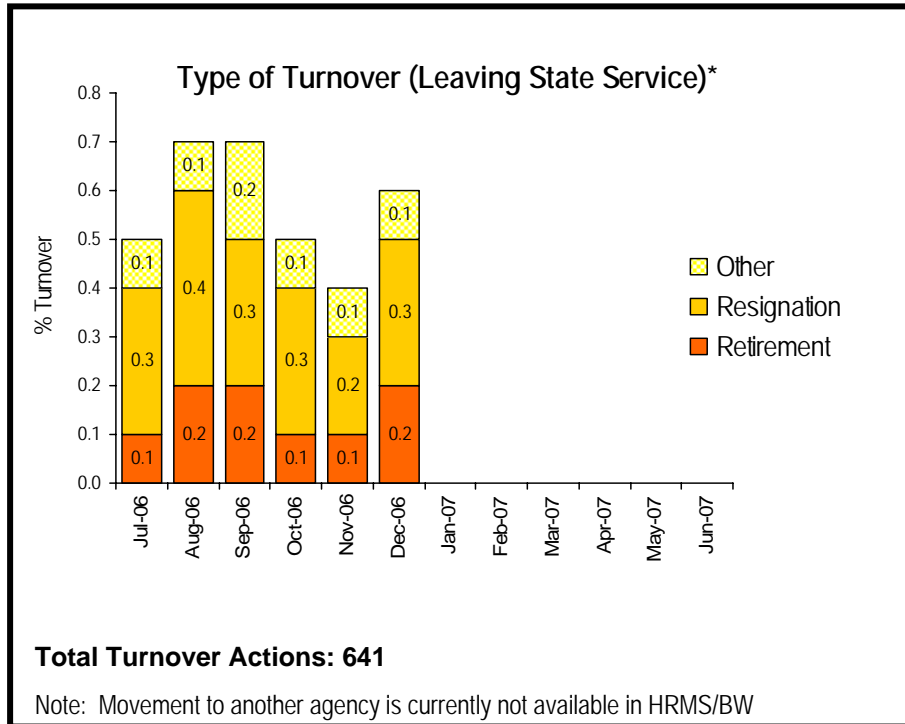
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Type of Turnover (Leaving State Service)*

Chart — % Turnover by month (Jul-06 through Jun-07)

Legend: □ Other, ■ Resignation, ■ Retirement

Month	Retirement	Resignation	Other
Jul-06	0.1	0.3	0.1
Aug-06	0.2	0.4	0.1
Sep-06	0.2	0.3	0.2
Oct-06	0.1	0.3	0.1
Nov-06	0.1	0.2	0.1
Dec-06	0.2	0.3	0.1

Total Turnover Actions: 641

Note: Movement to another agency is currently not available in HRMS/BW

Analysis:

- Of the 641 employees who left DSHS between July 2006 through December 2006, 171 or 27% of the employee turnover resulted from retirement and 331 or 52% resigned.

- The chart shows the number of staff leaving DSHS by month. With 15,872 permanent employees, the relatively low number of staff who leave each month results in a rate in the hundredth of a percent when divided by total number of permanent employees (e.g. $40 \div 15,872 = 0.3$). On an annual basis the 641 represent 4% of the DSHS permanent employee workforce.

- Over the next two years approximately 1,263 employees are eligible to retire, more than twice the number that left DSHS for all reasons in this 6 month time period.

Action Steps:

- DSHS administrations are aware of the large number of employees eligible to retire in the next two years. Administrations will assess the likelihood of the number who will actually retire and develop strategies for their replacement as they develop and update Recruitment and Succession Plans by October 2007.

- HRD will revise the exit questionnaire by June 30, 2007 to collect more detailed information on why employees leave. Administrations will begin collecting and analyzing the data in July 2007 and incorporate the early results of the data into strategies for Recruitment and Succession plans due October 2007.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

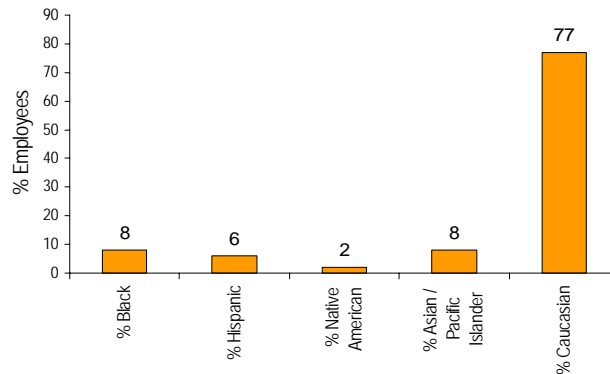Turnover rate: key occupational categories

Workforce diversity profile
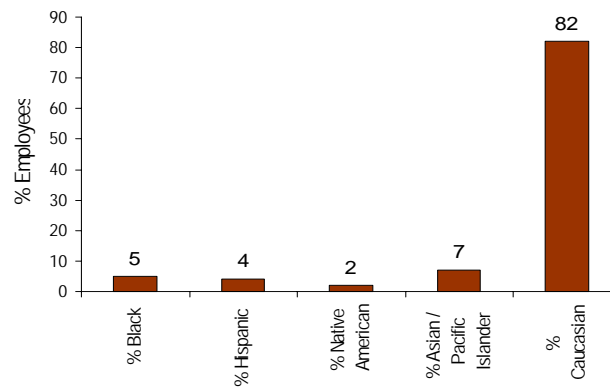
Retention measure (TBD)

Workforce Diversity Profile

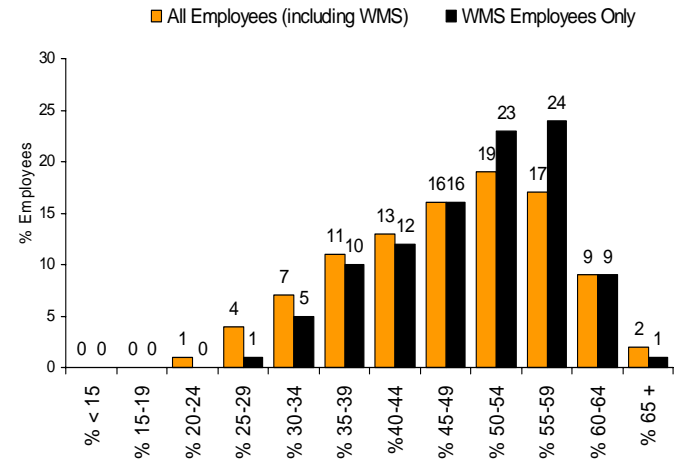|	Agency	State
Female	65%	52%
Disabled	6%	5%
Vietnam Vet	6%	7%
Disabled Vet	1%	2%
People of color	23%	18%
Persons over 40	77%	75%

Diversity Profile by Ethnicity - Agency

Diversity Profile by Ethnicity - Statewide

Percent Age Distribution

Analysis:

- Diversity Affairs Office (DAO) shows a slight variance in the percentages of Workforce Diversity Profile groups listed.

- Agency roll-up does not provide enough detail to identify where under-representation exist within each Administration, Region and Job Group.

- All Job Groups are combined and does not reflect a true picture of the gaps that exists between Skilled Craft workers and Executive Management.

Action Steps:

- Diversity Affairs will work with administrations to review their monthly Affirmative Action Goals Reports to identify under-representation and assist in developing strategies for solutions.

- Diversity Affairs will continue to identify and focus hiring and succession efforts on Regions and Job Groups where under-representation exists.

Data as of 12/2006.
Source: HRMS Business Warehouse

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